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Will a microphone be used? Is it desirable to have copies of your speech available for distribution? How much time are you expected to use? (Adhere to your schedule and you have at least the gratitude of the chairman and the audience. Violate it by talking too long and you risk losing all.)

There are a few basic rules about speaking which should appear quite logical to the once-in-a-while speaker, although some are violated surprisingly often. One is to *build word-pictures by using plenty of "for examples"* (Minimum Effort #6). A bit of casual reading of collections of anecdotes, similes, quotations, etc., will provide a mental stockpile of flexible tools. And don't worry about everyone in your audience having "heard it before." It's amazing to professionals how many times they can tell the same story to new audiences and still get laughs from all but a few who hear too many speeches. A few basic stories in one's tool kit can be adapted to fit the audiences.

This brings up a point at which many amateurs are flustered. Too many try to be funny with a joke that is told only for the sake of a laugh. Humorous stories can fall flat, and many an amateur has been stunned beyond composure by the silence that sometimes tells him it wasn't really so funny. *Stories should be used only to illustrate a point* (Minimum

Effort #7). Then if a laugh doesn't follow, no harm is done, and chances are there is silent internal appreciation of the clever way the point was driven home. Obviously, the "I-get-a-laugh-every-time" speaker will appropriately ignore this advice.

"Butterflies" in the stomach are not restricted to once-in-a-whilers. The pro's have them, too. Don't expect to lose them. Actors, fighters, and public speakers simply learn to control them or live with them.

As with every effort, there must be a goal. The once-in-a-whiler must adopt one rule of the pro if he is to be certain of having a conclusion with *swap*. That rule is: memorize your conclusion (Minimum Effort #8). That insures a clean finish: no rambling and stammering as you search for any weak finish, such as "Thank you," which will let you sit down.

You may be giving an inspirational pitch in times of adversity. An appropriate conclusion might be a quotation, "The world cares little about the storms we'll encounter. But will we bring in the ship?" Then sit down. This lends itself to meaningful applause. You can make it easier for the audience to applaud. If you would be a better-than-average-once-in-a-whiler, review quickly the eight Minimum Effort aids.

If you want your ship to come in, you first must launch it.

#### THE SPEAKER'S RULES OF TONGUE

1. Never apologize. Let them find you out.
2. Be a ham, yes, but have meat in your speech, too.
3. Plant phrases that necessitate gestures and plant phrases that stimulate voice modulation.
4. Look at individuals in the audience and speak up, unless you're embarrassed by your lack of preparation and its inevitable consequences.
5. Use plenty of illustrations and periods. Your listeners aren't much smarter than you.
6. Don't thank an audience, unless they suffered politely.
7. Leave'em laughing or leave'em fighting mad, but leave'em promptly and cleanly. When you've said your say, stop.

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## MANAGEMENT TOOLS

### RECORDS MANAGEMENT AND SPACE PROBLEMS

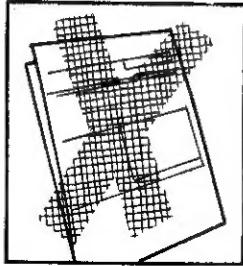
Two previous Support Bulletin articles in this series have dealt with efficient filing methods, correct use of filing supplies and equipment, and the economy of bulk storage for inactive records.

Let's now consider another element of the problem: paperwork, for today's paperwork is tomorrow's records.

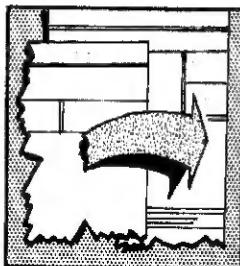
### FORMS

For example, consider the forms you are using. If they were not designed and printed according to the Organization's forms standards they are probably taking up 20 percent to 40 percent more file space than necessary. When did you last review your forms for possible . . .

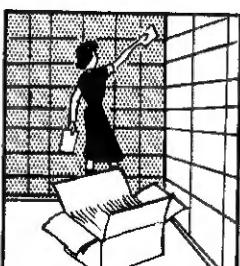
**ELIMINATION** of unnecessary forms, copies of forms, or items on forms.



**CONSOLIDATION** of two or more forms or parts of forms.



**IMPROVEMENTS** in design and size for more efficient handling.



**REFINEMENTS** in reproduction, distribution, and stocking methods.

### REPORTS

How about the administrative reports you either require or prepare? Have you studied them lately for . . .

- **DUPPLICATION** . . . Do they repeat or overlap other reports?
- **NONESSENTIALS** . Do they include extraneous unrequired matter?
- **FREQUENCY** . . . Are their frequencies consistent with the need for information?
- **DUE DATES** . . . Do they avoid peak workload periods and allow enough preparation time, without overtime?
- **FORMAT** . . . Are they efficient to transmit and use without added correspondence or explanation?
- **DISTRIBUTION** . . Are they sent to too many people?



### CORRESPONDENCE

What about your correspondence? Are these "unnecessaries" common in your office?

- **UNNECESSARY CORRESPONDENCE** . . . The creation of another memorandum or letter when an alternate could be used, such as:

Phone call or personal contact  
 Routing and Record Sheet  
 Transmittal Slip  
 Concurrence or approval on the original document.

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~~CONFIDENTIAL  
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Those extra courtesy or information copies which create unnecessary files in uninterested or marginally concerned offices. Specific, realistic copy needs save file space and preparation time.

**• UNNECESSARY WORDS . . .**

Spendthrifts in words waste file space. Consider the formula: Shortness, Simplicity, Sincerity, and Strength.

**• UNNECESSARY REWRITES . . .**

Careful preparation and review of the first draft will eliminate unnecessary redrafts, copies of which invariably are filed in over-crowded files.

**SPACE PROBLEM?**

Do you have a space problem? Consider it now in the light of your answers to these questions . . .

What filing methods, supplies and equipment can be used to save space and improve record keeping?

What papers can be withheld from files altogether?

What records can be destroyed or retired?

What records should not be created in the first place?

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**THE NEW FITNESS REPORT**

The new fitness reporting system for the Organization will become effective 1 January 1959. The new form will be available in the field and headquarters before that time.

The Fitness Report is contained in one page with an attached Instruction Sheet, which eliminates the need for a handbook. The new procedure for submitting annual reports provides for a schedule of due dates which is based on grade levels, replacing the old cycle based on EOD dates. This system results in all individuals in the same grade level being evaluated at the same time.

The form and procedures, which were developed by a task force working under instructions from the Career Council and had its approval, were sent to 60 selected supervisors in the Organization for review and comment. This test run was very successful and many valuable suggestions were made and have been incorporated in the new form.

Every effort has been made to develop an effective fitness reporting mechanism and it is hoped that this new system will help in producing good personnel-evaluation information, which is essential to management in our Organization.

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SB-11

## PROGRESS ON THE NEW BUILDING

By the time this item appears in the Support Bulletin we will be awaiting bids on what is generally recognized as the first significant step in the erection of a large building. That is the job of digging a "hole in the ground." Bids will be submitted on 9 September for the excavation of the actual building site and for pouring the concrete foundations on which the building will rest. Actual work is expected to start 1 October.

Up to the present time construction work has been performed on the site as a whole, rather than on the building. Last October work started on clearing and grubbing. This meant the actual removal of trees and brush from about half of the 137-acre tract of land and the cleaning or removal of dead trees and brush from the rest of the site. This work was completed in March 1958 and by that time a contract had been let for grading the site to bring it to the proper elevations as determined by our site planners, and for the installation of drainage structures designed to carry off surface water from rainfall and from several springs in the area. Under this contract the roads on the site and the parking areas are being graded and some of them will be given a gravel surface treatment so that they may be used by the building contractor to bring in his supplies and equipment.

The weather has been unfavorable most of the time since work started last October. Summer and early fall of last year were marked by long dry spells ideal for construction work but almost as soon as clearing and grubbing started we had heavy rains. Last winter the snow storms were the worst we had had in this area for years and so far this spring and summer rainfall is well above normal. In spite of this we are maintaining our schedule. The grading and drainage contractor is expected to finish by the end of September as his contract provides.

The Excavation and Foundation Contract will require approximately 6 months and before that work is completed we expect to have a contract for the construction of the build-

ing itself. Probably 6 to 9 months' time has been saved by making separate contracts for the clearing and grubbing, grading and drainage, and excavation and foundations. All of this will have been accomplished while our architects have been preparing the complex detailed plans required for the main building.

While the work described above has been under way on our site, equally important work has been started off the site. Considerable progress has been made on highway work. The new four-lane highway leading to the north entrance to our site is completely graded. Piers for the several bridges on this highway are completed. The entire project is scheduled to be paved and ready for use by the end of 1959, well in advance of our 1961 moving date. Within the last month work has been started on widening the half mile of existing highway leading to our south entrance.

County officials are proceeding with their plans for installing water and sewer lines and for building pumping stations necessary for these facilities. Plans for the electric power station that will supply our building are also well along.

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## AWARDS GRANTED FOR LANGUAGE SKILLS

In the last issue of the Support Bulletin, you read of the procedures for administration of foreign language proficiency tests. Enthusiasm for the program continues to grow. Many employees who were unable to meet a scheduled date for a test in the first half of the year are now arranging to be tested during this latter half.

Thus far this year awards for the achievement and maintenance of foreign language skills have totalled approximately \$60,000. The amounts of individual awards have ranged from a low of \$25 to a high of \$400.